



May 16, 2003 (Report on the April 8 and 9 Meeting of the National Leadership Council)

# NLCJournal

*“The National Park Service preserves sites of defining importance in our history. By interpreting these great places, we inform uniquely about the civic experience of our nation, nurture an aware citizenry, and invite pride in country. It is a function that inspires public engagement in American civic life. It is a mission of high purpose.”*

—Fran Mainella, Director, National Park Service

Director Fran Mainella opened the April meeting of the National Leadership Council (NLC), reviewing management priorities and addressing current actions on key operations and program issues. Recalling the commitment of the Service to enhance workforce diversity, the Director voiced strong approval that NPS regions had been present with some 200 jobs to offer attendees at the recent National Hispanic Environmental Conference in Albuquerque.

The Director reported that she had been working on announcements for the Associate Director selections for Resource and Visitor Protection, and for Partnerships, Interpretation and Education, Volunteers, and Outdoor Recreation. She reported that she, Deputy Directors Randy Jones and Don Murphy, and Associate to the Director Lisa Mendelson recently attended a facilitated retreat that dealt primarily with workload management. She said that a retreat for the Washington Office Directorate would be held early this summer, and a retreat for the entire NLC would follow sometime after that. The Director said concerns about NPS travel costs surfaced during recent budget hearings and the Service is expected to follow Department travel reduction mandates.

The National Leadership Council (NLC) is a forum to unify the National Park Service and to provide consultation and strategic leadership on major policy and program issues.

## Reviewing Budget Issues

Comptroller Bruce Sheaffer said that with regard to FY 2003 and FY 2004 there is interest on Capitol Hill in covering costs associated with overtime and icon park protection, and an \$18 million request to do this has been submitted. He said the estimated cost to the NPS of meeting additional security needs is approximately \$63K per day. On the subject of additional Law Enforcement (LE) needs, Sheaffer said that since the September 11 terrorist attacks demands have been put on the Service without regard to costs, thus forcing the organization to re-direct funds from other tasks.

## Deputy Assistant Secretary for Law Enforcement and Security Larry Parkinson

Director Mainella welcomed to the NLC Assistant Secretary Larry Parkinson, who recalled that the President's February 2003 National Strategy for the Physical Protection of Critical Infrastructures and Key Assets assigns the lead to the Department to protect the nation's icons and monuments. He acknowledged that added security demands on the NPS have drained resources from other areas. With NLC members observing that the problem is one of capacity, the Director asked Deputy Director Murphy and Comptroller Sheaffer to review figures needed to address the issue in an expected homeland security supplemental appropriation.

- National Leadership Council
- Fran Mainella  
• Director
- Randy Jones  
• Deputy Director
- Donald W. (Don) Murphy  
• Deputy Director
- Lisa Mendelson  
• Associate to the Director
- Sue Masica  
• Associate Director  
• Park Planning, Facilities,  
• and Lands
- Bruce Sheaffer  
• Comptroller
- Teresa Chambers  
• Chief  
• United States Park Police
- Pat Tiller  
• Acting Associate Director  
• Cultural Resources
- Michael (Mike) Soukup  
• Associate Director  
• Natural Resources  
• Stewardship and Science
- Richard (Dick) Ring  
• Associate Director  
• Administration, Business  
• Practices, and Workforce  
• Development
- Brian O'Neill  
• Acting Associate Director  
• Partnerships, Interpretation  
• and Education, Volunteers,  
• and Outdoor Recreation
- Karen Taylor-Goodrich  
• Acting Associate Director  
• Resource and Visitor  
• Protection
- Robert L. (Rob) Arnberger  
• Regional Director, Alaska
- Karen P. Wade  
• Regional Director  
• Intermountain
- Ernie Quintana  
• Acting Regional Director  
• Midwest
- Terry R. Carlstrom  
• Regional Director  
• National Capital
- Marie Rust  
• Regional Director  
• Northeast
- Jon Jarvis  
• Regional Director  
• Pacific West
- William (Bill) Schenk  
• Regional Director  
• Southeast

## Deputy Assistant Secretary for Fish and Wildlife and Parks Paul Hoffman

Director Mainella introduced Deputy Assistant Secretary Paul Hoffman who made a power point presentation about management excellence at the Department, which included discussions regarding:

- DOI mission areas – (1) resource protection; (2) resource use; (3) outdoor recreation; and (4) serving communities.
- The work of the Management Excellence Council and Management Initiatives Team.
- The Strategic Human Capital Plan. The highest priority for 2003 is development of bureau workforce plans by September 30.
- DOI's efforts regarding competitive sourcing and procurement.
- DOI's development of an e-government strategy.
- DOI's efforts in the field of planning, budget and financial integration, including (1) completing DOI's GPRA Strategic Plan, (2) implementation of activity-based costing by October 1, and (3) full implementation of the Capital Planning and Investment Control (CPIC) process.

## Law Enforcement (LE) Reform

Karen Taylor-Goodrich called attention to the Director's April 4 memorandum to Deputy Assistant Secretary Parkinson regarding implementation of the Secretary's LE directives, reporting that the proposals it contained had not yet been accepted. With the regions beginning to enter full hiring season, it was questioned whether hiring should be put on hold until the memo was approved. Deputy Director Murphy said approval was expected and a memo to that effect would be sent to the regions soon. He said Regional Directors are to decide whether regional LE positions were to be filled by captains or rangers.

The NLC considered the issue of uniformed personnel wearing a LE credential. Taylor-Goodrich explained that the badge, which is currently part of the NPS uniform, is issued at the park level, and that thousands have been

reported stolen or missing, with some apparently being sold over the Internet. To eliminate public confusion about the functions of uniformed employees, and to comply with chapter 446 of the Departmental Manual and a recommendation of the International Association of Chiefs of Police, Taylor-Goodrich suggested that NPS LE personnel be authorized to wear the NPS LE credential on their shirt or outerwear. After considerable discussion, Regional Directors agreed in principle with the proposal, but decided that for the time being the uniform should continue to include the traditional badge.

Members discussed a January 30, 2003, letter from the National Park Rangers Lodge of the Fraternal Order of Police (FOP) requesting a closer relationship with the NLC. The Director asked Associate Director Dick Ring and Taylor-Goodrich to develop a response to the letter.

## Preserve America

Acting Associate Director for Cultural Resources Pat Tiller discussed Preserve America, a White House initiative to encourage community efforts for the preservation of the nation's natural and cultural heritage. Developed in cooperation with the Advisory Council on Historic Preservation (ACHP), DOI and the Department of Commerce, Preserve America's goals include strengthening regional identities and local pride, and increasing local participation in preserving the country's irreplaceable heritage. The initiative was launched on March 3 with a speech by the First Lady and by the issuance of Executive Order 13287. Tiller said the program was the brainchild of ACHP's chairman, John L. Nau, III, and explained that CCI and Save America's Treasures are among potential pre-existing sources of funding.

## Challenge Cost Share Program/ Cooperative Conservation Initiative (CCI)

Tom Ross, Assistant Director, National Center for Recreation and Conservation, reviewed the Challenge Cost Share Program, and its CCI component. He explained that the "regular" portion of the Program was allocated \$2M this

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year; the CCI portion, \$5M, and the Lewis and Clark portion, \$5M. With regard to the CCI portion, Ross said the purpose is to achieve actual restoration of natural resources and/or establishment or expansion of wildlife habitat. Project recommendations from regions must be received no later than May 2 to obligate funds this fiscal year. The Director will select projects from regional recommendations, with the concurrence of the Assistant Secretary for Fish and Wildlife and Parks, and the Assistant Secretary for Policy, Management and Budget.

## Workforce Issues

Associate Director Ring reviewed the work of William Gwaltney, Assistant Regional Director for Workforce Enhancement, Intermountain Region, and J.T. Reynolds, Superintendent, Death Valley National Park, who recently prepared a menu of actions to enhance workforce diversity. Ring asked members to communicate views about the Department's centralization of the EEO complaint function to him and Lynn Smith, Human Resources Program Manager. He informed members that the Director had signed the revised NPS workforce strategy, part of DOI's implementation of its Strategic Human Capital Management Plan, and that it had been sent to DOI.

## Strategic Planning

It was announced that DOI's strategic plan was out for public review, and one aim of the effort is to ensure consistency between Departmental and bureau goals. Attention was called to the four mission goals as mentioned in Deputy Assistant Secretary Hoffman's presentation. Comptroller Sheaffer said the Department's attempt to tie its strategic plan to activity-based costing would be challenging for the Service, and he announced that a consultant has been retained to assist the Service in those efforts. It was also announced that the duty station of the NPS Office of Strategic Planning would be moving from Denver to WASO. Mike Brown will replace Anna Marie Fender as head of the office; Rick Harris will remain as deputy.

## Western Center for Preservation Training and Technology

Regional Director Karen Wade drew members' attention to plans for establishing a Western Center for Preservation Training and Technology. She explained that the proposed center would (1) in the short term, prepare park maintenance and cultural resource staffs at GRTE and YELL for the task of preserving rustic structures, and (2) over the long term, help build maintenance capacity in parks in the region and elsewhere to insure a permanent reduction in the maintenance backlog. The idea grew out of the need to rehabilitate the White Grass Ranch at Grand Teton National Park. Wade said the National Trust for Historic Preservation has enthusiastically committed itself to assist in raising approximately \$800K in matching funds toward meeting the historic preservation needs of the ranch. NLC members voiced enthusiasm and support for the effort.

## Civic Engagement

Regional Director Marie Rust introduced a panel discussion concerning the Northeast Region's "civic engagement" program. The panel consisted of Dr. Edward T. Linenthal, Edward M. Penson Professor of Religion and American Culture, University of Wisconsin, Oshkosh; Maria Burks, Superintendent, Cape Cod National Seashore; John Maounis, Deputy Associate Regional Director for Cultural Resources, Northeast Region; and Gay Vietzke, Management Assistant to Marie Rust. Rust defined civic engagement as working with communities to tell the whole story of parks through preservation, interpretation, and education. She stated that while the concept was not new to the Park Service, the current program served to refocus our efforts. Partners in supporting the program include the American Association of Museums and the Pugh Charitable Trust, among others. A key element of the program is Dr. Linenthal's Preserving Memory seminars, which have been conducted at RICH, GOGA, MABI, and OKCI.

Dr. Linenthal said he has worked with NPS personnel for 23 years, and was recently selected as chairman of the Organization of American Historians (OAH)'s national parks committee.

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In his opinion, civic engagement grows naturally out of the Park Service's education mission, and is a "must," as the NPS is the custodian of the actual places where the nation's history occurred. He said one of the benefits of his seminars is that they allow administrators to get away from the day-to-day demands of their parks, and actually focus on what the park was intended to accomplish. He has been positively struck by the NPS's involvement with local communities, and has encountered tremendous enthusiasm among park staffers for bringing in new and different faces.

Superintendent Burks described her experiences at Cape Cod, where local communities have worried for years that the Park Service would infringe their rights. She noted that the park's enabling legislation calls upon the NPS to "protect the local way of life." A great deal of rancor surfaced during the park's recent GMP efforts, Burks said, with a host of grievances against the park coming to light. The vituperation led the park to rethink its planning process in mid-stream. She praised Linenthal's seminars for the ability they give participants to think and consider new approaches to doing business.

Gay Vietzke said the region has done extensive work with park managers, but now needs to take the concept to a larger group of employees, focusing on building communication and partnership skills. She said a civic engagement webpage – one with tool kits – would be unveiled this summer. John Maounis spoke to a recent success at Independence National Historical Park. In conformance with its existing policy on archeology, the Service announced that it would not excavate the site of the James Dexter home. Dexter, an 18th century African-American, is vitally important to two Philadelphia African-American churches, which were insistent that the Service excavate. Maounis said the two sides had reached an amicable agreement using civic engagement.

Director Mainella said civic engagement, as was being considered, is a perfect example of how the NPS should pursue public involvement, which she has directed will be addressed in a new Director's Order, DO 75A. She said the NPS

needs to reach out more "on the front side" to connect with people and surrounding communities. The NLC noted that there is a great deal of interest in encouraging civic education, or civic "literacy," on the part of the White House and members of the National Park System Advisory Board education committee, headed by Daniel Ritchie, Chancellor of the University of Denver.

### Previewing the Next NLC Meeting – Living Cultures

Regional Director Wade said the issue of the Service's programmatic approach to "living cultures" was a perfect fit with civic engagement. She said that Park Service policies regarding Native Americans require a focused review. She said that DOI has developed a special relationship with these peoples over the years, and the Park Service needs to bring fresh thinking to Native American policy. Intermountain Region Anthropologist Dr. Cyd Martin said the NLC trip to Canyon de Chelly (CACO) in May would illustrate that existing arrangements don't necessarily work well, and greater flexibility is needed. The NLC discussions on the issues planned in both CACO in May and Alaska in August would provide members with invaluable insights, she said. At CACO, members will study the preservation and continued use. Alaska Regional Director Rob Arnberger said that in Alaska members would see a living landscape, one where the inhabitants make no distinction between the place and the society. He said the Alaska Region meeting would help the Service devise new tools for dealing with native peoples.

Dr. Pat Parker, Office of the American Indian Liaison, said she'd been involved with the drafting of both the National Park System Advisory Board report and NPS Management Policies (2001). Moreover, she was present at the NLC's Shepherdstown, WV meeting, where it was agreed that new 36 CFR regulations were needed as applied to Native Americans. She said the planned NLC seminars would help jumpstart that discussion. Finally, she referred to her work at Death Valley National Park (DEVA), where a reservation was created within the park, the only one of its kind in the lower 48 states. She said it helped make DEVA a better park.

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## Joint Ventures: Partners in Stewardship

Peggy O'Dell, Program Manager, Harpers Ferry Center, provided an update on planning for the November 2003 *Joint Ventures: Partners in Stewardship* conference. She said planning is progressing smoothly, with some 60 potential session topics submitted to date by the public via the website. O'Dell said NLC input was needed with regard to best practices and success stories, and the search for potential sponsors. She said that there are twenty-five topic areas, and organizers hope to tap the best 15 ideas within each of those. The Director said that an outcome of the conference would be continued networking by participants.

## Ken Burns Film

Deputy Director Jones announced that a MOU with Ken Burns regarding his proposed film on the national parks would be signed within a week's time. This is now an officially recognized project, and the National Park Foundation has donated \$1M to cover the costs. Burns will also produce a 30-minute film for NPS use in training.

## NLC Meeting Schedule

The schedule for upcoming NLC meetings is as follows:

|              |  |
|--------------|--|
| May 19-23    | Canyon de Chelly (includes travel dates)   |
| August 18-23 | Alaska Region (includes travel dates)  |
| November 17  | Los Angeles (half-day meeting to coincide with Partners in Stewardship conference) |